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Title of the Study:

"Determinants of Employees Participation: A study among the agriculture graduates in banking sector"

Key words: Participative Management, Job satisfaction, Motivation, Organisational Effectiveness, Decision Making

Determinants of Employees Participation: A Study among the Agricultural Graduates in Banking Sector

Introduction:

Participative management is a sophisticated concept in the Modern Management World, at least in Indian Scene. Participation in the decision-making process helps to achieve greater job satisfaction on the part of the employees and higher production on the part of the organisation. If the organisation applies the participation schemes properly, it is believed that it will be able to improve the production and productivities of the different factors of production. At the same time, it serves as a motivator and satisfaction to the employees by meeting their ego needs.

Participative management, "is a process of delegation of authority and responsibility in the general area of managerial functions. It means sharing in an appropriate manner the decision-making power with the lower ranks of the organisation of an enterprise." (Mhetras, 1966)

Participative management is therefore, a system or process in which employees are called upon to express their views regarding the formulation of decision making and policies, to the management. This is nothing but a way of satisfying the employees urge for self-expression and creating in them a feeling of belongingness in order to get their willing co-operation for the efficient working of the organisation. The aim of this system is to make the workers feel that the organisation is their own and its success or failure, is their own success or failure. It would remove the feeling of alienation from the workers towards the management as well as other workers in the same organisation.

Participative management has been accepted, "as a tool for improving the overall performance of an enterprise. For them, it means that employees are given an opportunity to take part in those decision which affect their salary, their working environments, their very jobs, and this participating proves the ways to harmonious organisational relations in an atmosphere which is conducive to increased productivity and efficiency" (Eastern Economist, 1976)

Of what sort and up to what level of authority to permit the workers to participate in an important issue. It has to be decided by the management taking into consideration, the capability of the employees to contribute in decision making. Though these two elements differ

from enterprise to enterprise, it cannot be denied that they are the two essential determinants of the nature, degree and levels of participation (Auren Uris, 1968)

Given the broad area of investigation mentioned earlier, following are the specific objectives of the present study:

Objectives of the Study:

1. To study the socio-personal profile of the respondents
2. To identify the personal variables which influence the participation of respondents in the banking sector.
3. To investigate the areas of decision-making where participation takes place
4. To study the variables determining organisational effectiveness
5. To examine the degree of relationship between participative management and organisational effectiveness
6. To identify the major constraints prevailing in the participative mechanism
7. To suggest measures based on finding to improve the system to participative management

Significance of the Study:

Manpower in work organisations should not be considered as a mere factor of production, as it has been done hitherto. Many a problem in organisations could be efficiently managed by the sympathetic handling of the manpower resources. This end result not only leads to organisational peace but also serves to argument the material resources and productivity. The twin objectives of individual employee's satisfaction and the organisational goal could be easily achieved by adopting participative management. The scheme of participative management is supposed to be one of the major dimensions of the measures to achieve organisational effectiveness, keeping in mind the importance of manpower resources on one hand and increasing productivity on the other. This dimension of organisational effectiveness remains yet to be fully studied. Effectiveness is therefore seen as the ultimate goal of every organisation. Unfortunately, this oversimplified view of organisational dynamics should recognise the most important aspect of the entire process namely, an organisation's human resources. In the study of organisational effectiveness, human resources and human behaviour emerge as the primary focal point, and attempts to improve effectiveness must necessarily begin with an examination of such behaviour at work.

Research Methodology

This study would be undertaken in the purposively selected Birbhum District. All the leading nationalised bank of this district would be enlisted. From the list first three banks (on the basis of number of branches) would be selected. All the agricultural graduates, employees of these branches would be considered as respondents of the present study.

Statistical Analysis

A study of this kind needs proper quantitative analysis to arrive at meaningful conclusions. In this study a combination of both parametric and non-parametric methods would be applied. Hence, the collected data would be analysed with some of the familiar techniques like scaling technique, Mean, Standard Deviation, Co-efficient of variation, Student's 't' test, Simple Correlation, Multiple Regression etc.

References

1. Mhetras, V. C. (1966), *Labour Participation in Management*, Bombay: Manaktalas, p. 11
2. *Eastern Economist* (1976), p. 415
3. Auren Uris (1968). *Mastery of Management*. Bombay: Taraporevala Publishing Industries (Pvt). Ltd. P. 38